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INAUGURAL ADDRESS  
OF  
ANDREW J. PETERS  
MAYOR OF BOSTON  
TO  
THE CITY COUNCIL  
DELIVERED IN  
FANEUIL HALL, FEBRUARY 4, 1918



CITY OF BOSTON  
PRINTING DEPARTMENT  
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## INAUGURAL ADDRESS.

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We meet here today for the inauguration of a new city government, and I welcome you gentlemen with whom I share the responsibility for its maintenance in the coming years and to whom I shall turn for counsel and assistance. It is fitting that at a time such as the present the inauguration should be held in Faneuil Hall, replete with its wealth of patriotic associations. From the early days of our country these walls have ever echoed to the voice of patriotism. Our meeting is indeed municipal in its character, but whatever the character of any meeting at this time, the importance and predominance of the national issues must be recognized. We face today one of the greatest moments of our history and of all human history. The civic support upon which Boston prides herself must, for the present, become merged in the stupendous task of placing our nation on a war basis. A peace-loving people has been called upon to vindicate its rights, and at the same time to perform a world service by repelling the wanton attack of a military autocracy. Until the great ideal to which our country has dedicated all of its resources is achieved, the paramount duty before

every organ of government, and before every public official, is to do everything possible to help the nation win the war.

The gigantic task which we are called upon to perform is one which requires the mobilization of all our resources, material and moral. We cannot all of us fight for democracy on the plains of France. We can all help win the battle for democracy by our loyalty and sacrifice at home. To be effective, the national government must have the coöperation and support of every unit of government, state and city. The great municipal agencies must shape their policies to strengthen and support the central power.

#### MAINTAIN MUNICIPAL EFFICIENCY.

Improvements which are not strictly necessary must be postponed. We must, nevertheless, see to it that there shall be no slackening in our municipal service; that municipal sanitation shall be maintained at the highest point of efficiency; that progress shall be made in the solution of the housing problem; that public education shall not suffer, and that there shall be constant expansion of the recreation facilities for both young and old. All these services contribute indirectly toward the winning of the war. Whether naturalized or native born, we are all Americans, and the success or failure of America in this world conflict will be

our success or failure, and the assurance of peace for democracy when won will be a blessed heritage for us to pass on to our children.

The future of our city is woven closely in the future of America, and I shall seek the coöperation of the national government in bringing about important improvements in terminal facilities and railroad connections. Such improvements, desirable as war measures, will also go far toward establishing the future industrial and commercial prosperity of the city.

#### NONPARTISAN GOVERNMENT.

Our city charter provides for a nonpartisan government in city administration. I promised before election to carry out fully the purposes and intentions of that charter. Those assurances I now repeat. My candidacy was a protest against the results of the political and personal influences which have too long been dominant at City Hall and which tended to build up a personal and political machine. I do not propose to build up such a machine. Two of the assurances that I gave before election I will now repeat in order that they may be made a matter of official record.

First, I shall, under no circumstances, be a candidate to succeed myself at the expiration of the term of office which begins today. I shall advocate the amendment of our charter now pend-



ing before the Legislature to make the Mayor of Boston ineligible for a second term immediately after the expiration of the four-year period for which he was elected.

Second, I shall not be a candidate for any other elective office during the term for which I have been chosen to serve. The mayoralty of Boston offers such great opportunities for service and carries with it such responsibilities that the incumbent of the office should have no thought of political or personal advancement; his attention should be solely on his duties. Both the letter and the spirit of our charter contemplate the choice of a municipal administrator rather than a political leader to preside over the work of our great city.

I am free from embarrassing political and personal obligations, and I am in a position to carry out my avowed policy and give Boston an administration which shall represent the many elements of its cosmopolitan population.

#### FINANCING SHOULD BE RESTRICTED.

The support which our municipality pledges to the national government can nowhere be more effective than in the field of finance. The enormous and imperative needs which the national government must meet by the sale of bonds require that the competition in the sale of securities by other agencies should be restricted as far as possible.

The Federal Government is entitled to the first call upon every dollar available for investment, just as much as it is entitled to the first call upon every man available for military service. Local bonds must necessarily compete in the market with our national securities, and their issue, therefore, should be restricted to the lowest possible amount. The President has already called upon the Federal Reserve Board in Washington to pass on the issuance of all securities and to discourage such as are not found to be of urgent public importance through their connection, directly or indirectly, with the one paramount necessity of the war.

In recognition of these conditions, the War Efficiency Committee of the Public Safety Committee of Massachusetts addressed an appeal over a month ago to the mayors and mayors-elect of every city in the Commonwealth, urging the necessity of great restraint in the issuance of municipal bonds, and the postponement, whenever possible, of any municipal undertakings which would further increase the demand for materials or labor urgently required for the purposes of the Federal Government. Strictly local improvements, in particular, should in general be postponed until a more favorable time. Such loans as are issued should be chiefly devoted to the general benefit of the whole city — to improving its present equipment and facilities, to promoting the general health and

safety of its inhabitants, and to facilitating transportation, commerce and industry.

#### BETTERMENT OF THE PORT OF BOSTON.

The problem of this country's effectiveness in the war requires not only that we should place our armies as effective fighting forces in France but maintain them there as well. In order that our vessels may be used to their best advantage, our harbors must be brought to a new effectiveness in service. Under private control of our railroads the development of our port in the past has not been satisfactory and its facilities at the present time are not fully utilized. Under public control of the railroads it is to be hoped that a new and more intelligent spirit of coöperation will be shown, and that the Port of Boston will perform the functions of the great gateway of commerce for which it was intended by nature.

The interests of private ownership which in the past have impeded our development must no longer be allowed to stand in the way of the proper use of our transportation facilities, and immediate action should be taken wherever needed. The closest coöperation should exist between our city and the central government on all questions regarding harbor lines, railroad and steamship terminals, public waterfront property and the creation of the proper connecting service between the railroad terminals.

**PUBLIC HEALTH.**

No work is of greater importance than is the maintenance of proper facilities for public health. The physical examinations for our army show clearly that lack of proper health facilities in many of our cities has proved disastrous. In our own city, housing conditions imperatively demand attention. Proper sanitary and living conditions are matters which the city should insist upon. Hospitals for tuberculosis patients, for the sick and the injured, are supported by the city, but while we care for the victims we do too little to prevent those conditions, the results of which these hospitals seek to mitigate. Immediate steps should be taken to better the unsanitary conditions of our congested districts. The alleys where bad conditions exist should be taken over and cleaned by the city. Adequate health inspection should be provided, and power given to enforce the proper remedies. The greed of landlords must not be allowed to prevent the adequate safeguarding of the health of our citizens.

**TRANSPORTATION.**

The congestion of our local transportation system during several hours of the day is becoming intolerable. The State Legislature has this problem under consideration. Some solution must be reached whereby the capital necessary for the proper support and development of our transportation system

will be obtained. Although the solution of this question is not in the province of the Mayor, the maintenance of public health and the welfare of the citizens are responsibilities he is plainly called upon to uphold. The unhealthy conditions caused by crowding are such as imperatively demand attention and warrant vigorous measures of relief.

#### AFTER THE WAR.

The last few years have seen the rapid expansion of American commerce, but at the end of the war competition for the world's trade will be under new conditions. This competition will no longer be by individuals and corporations, but by huge combinations and nations. Our country is already preparing changes in our laws in order more effectively to engage in foreign trade. To secure its share of this international business Boston must be alert, and should already be studying the conditions of the inevitable competition, and preparing intelligent methods to secure a fair share of this commerce.

#### THE BUDGET.

To operate any organization on a sound basis a system of accounts is essential which shall clearly

indicate the expenses and the purposes for which the money is appropriated.

The first step in this plan of municipal economy was the adoption by the City of Boston a few years ago of the segregated budget. Not only has this budget been the means of saving a considerable sum of money, but it has enabled the City Council to gain a far better knowledge of the purpose for which each appropriation is made. Its method of operation, however, has curtailed its benefits to the city. There have been altogether too many transfers from one appropriation to another during the financial year after the budget has been adopted. Some few transfers may be unavoidable, because unforeseen contingencies are likely to arise in any year, but they should be kept at a minimum. To make the budget a success two things are necessary — careful preparation of estimates by the department heads, and rigid adherence to the policy of making no salary increases except in the budget itself. A segregated budget is not a self-executing agent of economy and efficiency. Its principles must be lived up to; it must be regarded as the controlling plan of expenditures for the year, and must represent the joint work of all branches of the city government, the departments, the City Council and the Mayor. A system should be provided by which the Mayor can receive advice and assistance in the formation of the budget, and by

which the City Council as well can get assistance in the proper understanding of its items.

The plan for the budget now in use represents a distinctly forward step in the financial administration of the city. The segregated budget system has not, however, realized all its possibilities. This is due in part because the terms of the existing city charter require the budget to be compiled and sent to the City Council by the Mayor within thirty days after his inauguration, and because the City Council as yet has been provided with no expert assistance or guidance in its consideration of the various budget schedules. Two years ago the Budget Commission fully realized this, but felt that if the principles of segregation were adopted the additional machinery could be provided later.

I suggest, therefore, that the City Council should consider the advisability of re-establishing a commission constituted like the Budget Commission of 1915. It is not my idea that this proposed Budget Commission should assume any power now exercised either by the Mayor or by the City Council. Its functions should be advisory only and it should continue in existence no longer than is necessary. I suggest that the Budget Commission be an unpaid body as was its predecessor of two years ago, but that a sum of money not exceeding at the most \$5,000 be appropriated to cover the cost of clerical

and other assistance required by the commission in its work. It may be suggested that the proposed commission should consist of one member designated by the Mayor to serve as chairman, one member nominated by the City Council, one by the Boston Chamber of Commerce, one selected by the Mayor from nominations submitted to him by the directors of the Boston Real Estate Exchange and the Massachusetts Real Estate Exchange and one member nominated by the Central Labor Union. A commission selected in this way and properly provided with assistance in its study of the problem would undoubtedly prove of great help.

#### SACRIFICES FOR THE WAR.

The European war has already placed heavy burdens on the people of the United States. These burdens are felt not only in the increased taxes imposed by the Federal Government and by state and municipal governments, but in the advancing prices of commodities in general use. That the people of Boston possess the will and the ability to carry their share of such added burdens will not be questioned by anyone who is familiar with the history of the city and of the contributions of its citizens to the success of every war in which our nation has been engaged. The city's interests are so closely identified with the national interests, its people are so firmly devoted to the promotion



of the nation's welfare, and are so enthusiastic to establish throughout the world the great ideals of democracy for which all lovers of liberty and justice are struggling, that they will not hesitate to make any sacrifice which the exigencies of the war demand.

The wealthy and the humble must contribute alike to the common fund of sacrifice, each to the measure of his capacity, and whether the contributions take the form of money or of service they shall be appraised equally in the currency of patriotic endeavor. Heavy as are the financial burdens, we must not forget that the heaviest burden of all is the risk of human life. The citizen who gives his life sacrifices that which the holder of wealth would give his all to retain. To the dependents we must be ever generous, and while nothing can restore the life that is lost, the city should furnish help gladly to the needy family of every soldier who gives his life for his country.

#### RETURNING SOLDIERS.

One of the most important problems which will confront the people of this country when the war is over will be the care and assistance of the soldiers who will return after the battle for democracy is won. The case of every returning soldier is entitled to personal, sympathetic attention. The least we can do for our men who are fighting for

democracy and freedom abroad is to lend them a friendly hand when they return to us and resume their positions in the social and civil life of our community.

I recommend that careful consideration be taken with a view of creating some organization which will have the responsibility of making plans to care for these men — that the injured may be taught trades by which they may earn their livelihood, and that the uninjured may look forward to obtaining immediate employment and resuming their places in the community.

#### GENEROUS RESPONSE OF COMMUNITY.

My confidence in the generous response of all classes of our citizens to the call of civic duty is most optimistic. Both capital and labor have made and are still making efforts and sacrifices in this critical period that are in the highest degree praiseworthy, and there is no reason to fear that either will grow weary in well doing. Least of all need we expect that those citizens who are in the employ of the municipality will fail to give their utmost efforts toward making the public service as efficient as it ought to be in the hour when the nation's success in the war is so dependent upon the attainment of the highest possible efficiency of all classes in every department of human effort, in every section of our country.

Every municipality is a link in the national

chain, and our public servants cannot fail to realize that each link must be strengthened lest the chain break under the terrific strain of war. They should be conscious always of the honor and dignity of their calling. Citizens of a great city, they are engaged in a great service. With the coöperation of its municipal employees, Boston can be made first of American cities in efficient service, and it is for that coöperation and support I now appeal.

#### POLITICAL FREEDOM OF CITY EMPLOYEES.

In my campaign I promised that the city employees would be relieved of the political burdens which they have had to bear. They will now be freed of all the restraints and impositions of which the pernicious, partisan and personal politics of the past have made them unhappy victims. They may fear no return to the evil day of forced contributions of money and compulsion of service to political masters. They shall live and breathe as free citizens in a free city, respected by all and beholden to none, so long as they give to the city the best service that is in them. Then the door of opportunity to develop their ideals shall be open to them. A genuine merit system will be established under which good service in every department will be faithfully recorded, so that when promotions are to be made these records will be consulted and the efficient and faithful servants rewarded.

## CLASSIFICATION OF WAGES.

On April 30, 1917, there were on the pay rolls of the city and county 15,031 employees. Many hundreds of them are subordinate officials and employees who, although their work is to all intents and purposes of the same general need, are paid widely different wages. Stenographers and clerks, foremen and inspectors, officials of all grades, are paid more in some departments than in others, without any due regard to their skill, diligence or length of service. That is a situation which should not be tolerated. It is fatal to that spirit of whole-hearted coöperation and loyalty which should mark the administration of every well-governed city. The administration which seeks from its employees the best that is in them must of itself do a full measure of equity to the men and women who are in its service. It must make clear that merit, industry and length of service, not partisan and personal favoritism, determine an employee's recompense. Positions in all departments should be classified, and for each class there should be a maximum and a minimum rate of payment.

A plan of this sort, if adopted, would put an end to what has long been a sinister feature in our municipal administration. Employees and their friends have at all seasons of the year besieged the Mayor and the heads of departments for increased pay,

taking from them the time which ought to be devoted to the actual business of the city, demoralizing the discipline of the service. The time for considering all increases, except in cases of a specially deserving nature, is during the preparation of the annual budget. It is my intention to have a proper study made of this whole subject, not merely as a measure of economy for the present but as a part of the constructive program in placing the city's affairs upon a broader, more businesslike and more equitable basis. It is only in such a way that the foundations for continued municipal efficiency for future years can be firmly laid.

#### MUNICIPAL COAL YARDS.

The alarming shortage in the supply of coal, necessary to meet our local requirements, the great loss and inconvenience, even suffering, occasioned to our citizens by this condition, force us to seek earnestly for possible measures of relief. Of course the problem in its larger aspects is a national one, beyond the control of any municipal authority. The supply, general distribution in bulk, and transportation of coal have now come almost entirely under Federal direction; and so far as the movement of coal by rail is concerned I am confident that the unified operation of the railroads under the national government ultimately will bring relief. But within the limits of its authority or of its

influence the City of Boston cannot remain unconcerned with a problem which so vitally affects its municipal interests and the welfare of its citizens.

The total supply of coal available for the needs of the whole country may be determined by the action of the Federal Government; but the city may well take action in this emergency to assist in the local accumulation, storage, distribution and delivery of coal. With the hard experience of this winter before our minds it should certainly be possible to take some effective steps to prevent the recurrence of present conditions. By energetic action in summer, when the weather is favorable for the transportation of coal both by water and by rail, by the establishment of larger facilities for the storage of coal,—through municipal action, if necessary,—by better organization of the delivery of coal for household use, and particularly by the sale of coal in small quantities, and at fair prices, to those who are obliged to purchase from hand to mouth, a great deal may be done to avoid the recurrence of conditions similar to those which now afflict us.

The amendment to the Constitution of the Commonwealth ratified by the people at the last state election materially enlarges the power of the Legislature to enable cities and towns to safeguard the interests of their citizens in respect to the supply and distribution of fuel. Doubtless, legislation of this character will be enacted at the present session

of the Legislature, and I shall be glad to give my support to any well-considered measure which will enlarge the powers of the City of Boston to take proper and effective action for relieving so far as possible the distressing conditions from which we are now suffering. The question whether public action is called for to insure the accumulation in summer of a sufficient supply of coal, to be held in storage, to tide us over a winter emergency, occasioned by bad weather or other causes beyond local control, should receive our most serious attention.

#### SCARCITY OF ICE.

There is reason to believe that the scarcity of fuel this winter may be followed by a scarcity of ice next summer. The greatly increased use of ammonia in the making of munitions has drawn so heavily upon the supply needed for the making of artificial ice that the artificial ice crop will probably be greatly diminished this year. It is suggested that an investigation be made, and if conditions seem to warrant it, that steps be taken to mitigate the serious consequences to our people which would result from the failure of the ice supply.

#### HIGHWAYS.

It would be difficult to overestimate the value of good highways or to exaggerate the evil conditions into which they have fallen. The value of

good transportation facilities as an aid to business has been recognized by all persons who have given attention to the problem of providing safe and convenient highways in the great cities of the world. There should be a study of the whole highway problem in the city by experts with a view to having in mind a comprehensive plan for street improvements when the return of normal conditions permits street work on any considerable scale. The amounts which have been appropriated heretofore for the improvement and repair of highways have been found woefully inadequate, and provisions must be made for more generous allowances. This radical change in program or in policy is due to past neglect; to the greatly increased use of automobiles and motor trucks; and to the large increase in the volume of business transacted in the city. Competent men must be in charge of the actual work, so that every dollar expended may return its full measure of value, and the work must be done reasonably and with all possible dispatch. A new policy must be attained with an equally radical change in the methods of making street improvements and repairs.

No longer should the improvement of a highway depend on caprice or political expediency. There should be a carefully worked out plan, having in mind the amount of money that can be spared for the construction and maintenance of streets, a



proper division of that money, and a systematic and intelligent outline so that the citizens can feel immediate relief from the present wretched condition of the streets and confidence that the future holds a certainty of permanent improvement.

#### CORRECTIONAL ADMINISTRATION.

There should be a careful study and plan of reorganization of the city's correctional institutions with the view to humanizing them into line with present-day methods. Inefficiency in most of the city departments merely means waste and inconvenience. In this department of the city it means inhumanity and suffering. The reason for insisting on high standards here is even greater than in any other place.

#### ASHES AND GARBAGE COLLECTION.

Steps should be taken to bring the collection of ashes and garbage under direct municipal control for the protection and health of our citizens.

#### CENTRALIZED PURCHASING.

Some years ago the city established a Supply Department in charge of a superintendent whose duty is "to furnish all the material, apparatus and other supplies required for the special use of the Public Works Department, and such material for other departments as may be asked for by requis-

tion signed by the head of such department, except furniture and stationery." This provision has not, however, succeeded in bringing about any large measure of coöperation in the purchase of supplies among the various departments. The City of Boston spends in direct purchases, including those of the Police Department, nearly three million dollars per year. Of this the larger part is purchased on contract, after competitive bidding, but more than a million dollars is annually spent on orders under the authority which allows the head of a department to buy without advertising any necessary supplies not exceeding \$1,000 in value. Most of this purchasing is not done through the Supply Department but by each department for itself. The result is that at least a score of employees in various departments are now giving either full time or part time to this work at a cost which the Finance Commission three years ago estimated to be about \$55,000 per year. Since that time the cost has certainly not become less.

This policy of decentralized purchasing has resulted in great discrepancies in the prices paid by different departments for the same materials or supplies; it has prevented the keeping of central records showing the actual cost of supplies to the city treasury, and it has been a great obstacle in the way of any adequate inspection of the supplies furnished. No well-managed business corporation

conducts its purchasing affairs in this way. It should not be tolerated in the conduct of municipal business even in normal years and certainly not at a time when every measure of reasonable economy is a patriotic obligation.

The present Supply Department should be reorganized and enlarged into a real center for the purchasing and recording of substantially all the supplies bought by the city. The responsibility for both prices and quality should be centralized there. It is my conviction that a considerable economy can thus be secured.

#### EMPLOYMENT OF WOMEN.

One consequence of the war has been the giving to woman a more important place in the industrial and social organization. She has been called on but slightly to help in the work of our city. In the many human relations of our municipal government with its people there is work which could be done by women much better than by men.

A woman's understanding of domestic conditions should enable her to perform in certain branches of the city a much-needed work, and it is my purpose to develop the responsibilities and labors of women in the activities of our municipal life in the several spheres for which she is especially fitted.

#### PARKS.

Our war conditions make it inexpedient to commence any large undertakings in our public parks

for their extension or improvement. Their administration should, however, be examined and systematized so that the public shall receive from their use a better return of health than it does today. To the public parks our citizens turn for recreation and our children for health. The child of today is the nation's ruler of tomorrow. Our civilization advances in proportion as we are able to place the children of one generation upon a plane a little higher than that on which their parents stood. To the glory of this civilization we consider more and more the welfare of the child. No taxes are levied, no public money is spent with greater public approval than the contributions to that end. In most sections of Boston the only safe places where a child may play are those furnished directly by the municipality. The child without a playground has a poor start in life. The city should operate its parks to furnish its children the best opportunity for healthful development.

#### COÖPERATION WITH CIVIC BODIES.

An administration to be successful must draw to its support the confidence and interest of the people. The spirit of coöperation and helpfulness exists among the citizens of Boston. They give loyal service to all the civic bodies. Citizens' associations meet and discuss their local needs. Commercial bodies of large membership coöperate for the common good. Workingmen organize unions

for their mutual benefit. In the past, the spirit of coöperation in these bodies has not been coördinated to work for the common good of the city. As a whole, they have failed to act sufficiently in coöperation with the Mayor of Boston, and he has not worked with the general support that these associations and their membership could give him. Too often have we seen the chief executive of our city and some commercial bodies striving at cross purposes in regard to some public matter. This condition I hope to end, and I shall try to bring together in a spirit of coöperation and helpfulness the citizens' associations, labor organizations and big commercial bodies of our city. Boston needs the help of its associations, and of its commercial bodies, and I ask and hope to receive their coöperation and assistance in my work as Mayor.

#### FINANCIAL CONDITION.

The financial condition of the city for the coming year is critical, and it is absolutely necessary not only to practise the most rigid economy but to discover and utilize new sources of revenue.

For the current year the borrowing capacity of the city, within the debt limit, will be approximately \$2,217,028, or \$1,230,373 less than it was last year. The borrowing of money outside the debt limit should be attempted only in emergencies. The demands this year for municipal pur-

poses which must be met from the tax levy will be larger than those of last year, and there will be less money available to meet them. The valuations on which appropriations for general municipal purposes are based will be greatly reduced this year; the estimates of income from various sources other than taxes are also less this year; and, instead of having \$1,182,721 of unappropriated cash in the treasury as it had on January 31, 1917, today the city has not a single dollar of unappropriated cash in the treasury.

As shown in a table hereto appended the total amount available for general municipal purposes from taxes and revenue last year was \$16,679,974 as compared with \$14,803,216 this year, a reduction of \$1,876,758, or more than 11 per cent. This reduction of \$1,876,758 in the amount available from taxes and revenue, coupled with the reduction of \$1,230,373 in the borrowing capacity, leaves the present city government with \$3,107,131, or more than 15 per cent, less than the amount available last year.

The estimates of the city departments will probably be far in excess of the estimates of last year, owing to various causes, such as the need of providing \$100,000 more to meet the increase in the pay of laborers, which was advanced to \$3 a day on June 1, 1917, of furnishing \$172,000 more for extra firemen due to the passage of the order granting one

day off in three, of supplying additional money to pay enlisted employees the difference between their municipal salaries and the pay allowed by the Federal Government, and of providing for the many new exigencies of war times as well as for the normal growth of the city's business.

This situation requires most serious thought and careful judgment on the part of those responsible for providing the revenue for the city this year. Faced with an increased burden from the war taxes, it is our duty to make as small as possible the increased taxes on our citizens, but we must frankly recognize that conditions make an increased tax inevitable.

#### BOSTON WILL DO ITS PART.

Our city government commences this year under the difficult conditions of war, and we are facing, together with our whole country, new and untried problems. I have confidence that the people of Boston will respond to the call for public service. You cannot legislate a good government on a people. Whether they shall have a good government or not depends on their patriotism and ideals. The situation calls to our minds the words in which President Lincoln addressed Congress in 1862. He said: "Fellow citizens, we cannot escape history. We of this Congress and this administration will be remembered in spite of ourselves. No personal significance

or insignificance will save the one or the other of us. The fiery trial through which we pass will light us down in honor or dishonor to the latest generation. We shall nobly save or meanly lose the last, best hope on earth."

Boston will do its part in the great struggle, its citizens will render to the national government its full due, and we who are responsible for the municipal government will try to place it on a new plane of uprightness, frankness and efficiency.





## APPENDICES.

### CITY AND COUNTY FUNDED DEBT.

|  |                         |                        |                        |
|--|-------------------------|------------------------|------------------------|
| Gross funded debt January 31, 1917,  |                         |                        | \$128,438,881 02       |
| Add funded debt issued in 1917-18:   |                         |                        |                        |
| City debt,   | \$2,774,200 00          |                        |                        |
| Rapid transit debt,  | 1,515,000 00            |                        |                        |
|  |                         |                        | <u>4,289,200 00</u>    |
|  |                         |                        | \$132,728,081 02       |
| Deduct funded debt paid in 1917-18:  |                         |                        |                        |
| City debt,   | \$3,785,800 00          |                        |                        |
| Hyde Park debt,  | 23,050 00               |                        |                        |
| County debt,   | 43,166 67               |                        |                        |
| Cochituate water debt,   | 255,700 00              |                        |                        |
| Hyde Park water debt,  | 16,000 00               |                        |                        |
| Rapid transit debt,  | 6,000 00                |                        |                        |
|  |                         |                        | <u>4,129,716 67</u>    |
| Gross funded debt January 31, 1918,  |                         |                        | * \$128,598,364 35     |
| Sinking Funds January 31, 1917,  | \$42,143,837 16         |                        |                        |
| Receipts during 1917-18,   | 3,224,354 88            |                        |                        |
|  |                         |                        | <u>\$45,368,192 04</u> |
| Payments during 1917-18,   | 2,998,849 48            |                        |                        |
|  |                         |                        | <u>\$42,369,342 56</u> |
| Betterments, etc., the payments of which are pledged to the payment of debt: |                         |                        |                        |
| Betterments, etc.,   | \$1,055,352 61          |                        |                        |
| Blue Hill and other avenues, assessments,                                    | 47,843 48               |                        |                        |
| Highways, Making of, assessments,  | 554,630 16              |                        |                        |
|  |                         |                        | <u>\$1,657,826 25</u>  |
| Premium on loans,  | 1,018 50                |                        |                        |
|  |                         |                        | <u>1,658,844 75</u>    |
| Total redemption means January 31, 1918,                                     |                         |                        | <u>44,028,187 31</u>   |
| Net funded debt January 31, 1918,  |                         |                        | <u>\$84,570,177 04</u> |
|  | Gross Debt.             | Sinking Funds, etc.    | Net Debt.              |
| City debt,   | \$87,820,581 00         | \$35,622,155 55        | \$52,198,425 45        |
| County debt,   | * 3,684,333 35          | 2,061,109 58           | 1,623,223 77           |
| Water debt,  | 1,875,750 00            | 1,507,750 00           | 368,000 00             |
|  |                         |                        | <u>\$54,189,649 22</u> |
| Rapid transit debt,  | \$93,380,664 35         | \$39,191,015 13        | \$54,189,649 22        |
|  | 35,217,700 00           | 4,837,172 18           | 30,380,527 82          |
|  |                         |                        | <u>\$84,570,177 04</u> |
|  | <u>\$128,598,364 35</u> | <u>\$44,028,187 31</u> | <u>\$84,570,177 04</u> |

\* Includes \$421,333.35 issued by the Commonwealth under chapter 534 of the Acts of 1906.

## GROSS FUNDED DEBT.

|                       | City Debt.       | County Debt.   | Water Debt.    | Rapid<br>Transit Debt. | Total.           |
|-----------------------|------------------|----------------|----------------|------------------------|------------------|
| January 31, 1918..... | \$87,820,581 00  | \$3,684,333 35 | \$1,875,750 00 | \$35,217,700 00        | \$128,598,364 35 |
| January 31, 1917..... | 88,855,231 00    | 3,727,500 02   | 2,147,450 00   | 33,708,700 00          | 128,438,881 02   |
| Increase.....         | * \$1,034,650 00 | * \$43,166 67  | * \$271,700 00 | \$1,509,000 00         | \$159,483 33     |

\* Decrease.

## NET FUNDED DEBT.

|                       | City Debt.       | County Debt.   | Water Debt.   | Rapid<br>Transit Debt. | Total.          |
|-----------------------|------------------|----------------|---------------|------------------------|-----------------|
| January 31, 1918..... | \$52,198,425 45  | \$1,623,223 77 | \$368,000 00  | \$30,380,527 82        | \$84,570,177 04 |
| January 31, 1917..... | 53,214,516 26    | 1,775,444 11   | 384,000 00    | 29,169,233 77          | 84,543,194 14   |
| Increase .....        | * \$1,016,090 81 | * \$152,220 34 | * \$16,000 00 | \$1,211,294 05         | \$26,982 90     |

\* Decrease.

AMOUNT AVAILABLE WITHIN THE TAX LIMIT FOR THE  
FINANCIAL YEAR 1918-19.

|  | 1917-18.           | 1918-19.           | Decrease.       |
|--|--------------------|--------------------|-----------------|
| Average valuation.....                         | \$1,568,290,365 69 | \$1,541,597,610 68 | \$26,692,755 01 |
| \$6.52. on the thousand brings.....            | 10,225,253 18      | \$10,051,216 42    | 174,036 76      |
| Unappropriated cash in Treasury January 31.... | 1,182,721 64       | none               | 1,182,721 64    |
| Estimated income.....                          | 5,272,000 00       | *4,752,000 00      | 520,000 00      |
|  | \$16,679,974 82    | \$14,803,216 42    | \$1,876,758 40  |

\* Not based on department estimates.





